

CMS-FAR-OPM AW Matrix

October 21, 2022

The following matrix cross-references 1) the competencies of the National Contract Management Association’s *Contract Management Standard*, 3rd Version [American National Standard [ANSI/NCMA ASD 1-2019 \(R2022\)](#)] (CMS) with 2) the Federal Acquisition Regulation (FAR) Parts and 3) the competencies identified by the Office of Personnel Management (OPM) for the Acquisition Workforce (AW)—Contracting, Contracting Officer Representative, and Program/Project Manager.

CMS Competency	CMS Job Task	FAR Part	Contracting	Contracting Officer Representative	Program/Project Manager
1.0 Guiding Principles					
1.1 Skills and Roles	- Leadership - Management - Lifelong Learning	1	- Accountability - Customer service - Decisiveness - Flexibility - Interpersonal skills - Problem solving - Resilience	- Adaptability - Accountability - Attention to Detail - Leadership - Problem Solving - Resilience - Self-Management/ Initiative	Leadership
1.2 Contract Principles	Offer, Acceptance, Consideration, and the Intent to Create a Legal Relationship	1	Technical Credibility	General Acquisition Concepts	
1.3 Standards of Conduct	Create Trust and Confidence	3, 9		Business Ethics	
1.4 Regulatory Compliance	Working Knowledge of Laws, Codes, Regulations, and other Guidance	22, 23, 24, 27, 28, 29			
1.5 Situational Assessment	Apply Knowledge through Lessons Learned	17, 18, 25, 34, 35, 36, 37, 38, 39, 41, 50	- Construction/ Architect & Engineering (A&E) - Contracting in a Contingent and/or Combat Environment - Activity Program Coordinator for Purchase Card		Business, Cost, & Financial Management

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1.6 Team Dynamics	<ul style="list-style-type: none"> - Conduct Meaningful Collaboration - Identify Opportunities - Collect and Record Lessons Learned 	1, 2, 4		<ul style="list-style-type: none"> - Conflict Management - Interpersonal Skills - Partnering 	
1.7 Communication and Documentation	<ul style="list-style-type: none"> - Minimize the effect of personal biases - Maximize the likelihood of accurate results - Facilitate communication among affected parties 	1 – 52	<ul style="list-style-type: none"> - e-Business and Automated Tools - Oral Communication - Written Communication 	<ul style="list-style-type: none"> - Industry Engagement - Oral Communication - Technology Management - Written Communication 	

2.0 Pre-Award Life Cycle Phase

2.1 Develop Solicitation					
2.1.1 Plan Solicitation	Shape Internal Customer Requirements	11	Determination of How to Best Satisfy Requirements for the Mission Area	Acquisition Planning	<ul style="list-style-type: none"> - Requirements development and management process - Systems engineering
	Conduct Market Research	5, 7, 10	<ul style="list-style-type: none"> - Consider Socio-Economic Requirements - Addressing Small Business Concerns 	Market Research	
	Perform Risk Analysis	6, 8, 10, 15, 19, 26	Terms and Conditions		
	Formulate Contracting Strategy	12, 13, 14, 15, 16	<ul style="list-style-type: none"> - Promote Competition - Source Selection Planning - Procurement Analysis 		<ul style="list-style-type: none"> - Life cycle logistics - Contracting
	Finalize Solicitation Plan	12, 13, 14, 15			
2.1.2 Request Offers	Execute Solicitation Plan	12, 13, 14, 15			
	Prepare Solicitations	12, 13, 14, 15			
	Issue Solicitations	5, 12, 13, 14, 15	Solicitation of Offers		
	Amend Solicitations	12, 13, 14, 15			

CMS Competency	CMS Job Task	FAR Part	Contracting	Contracting Officer Representative	Program/Project Manager
2.2 Develop Offer					
2.2.1 Plan Sales	Conduct Pre-Sales Activities	3, 5			
	Evaluate Solicitation	2			
	Conduct Offer/No-Offer Analysis	6, 9			
	Finalize Sales Plan	7, 12, 13, 14, 15			
2.2.2 Prepare Offer	Execute Sales Plan	12, 13, 14, 15			
	Develop Execution Plan	45, 46			
	Develop Risk Mitigation Plans	32, 42, 49			
	Assess Teaming Options and Partners	9, 19, 44, 51			
	Participate in Pre-Offer Conference	5			
	Finalize Offer	4, 53			

3.0 Award Life Cycle Phase

3.1 Form Contract					
3.1.1 Price or Cost Analysis	Comprehend Offer	12, 13, 14, 15	Advanced Cost and/or Price Analysis		
	Evaluate Seller Terms & Their Impact on Risk	12, 13, 14, 15			
	Determine Reasonable Pricing	30, 31			
	Document Analysis Results	30, 31			
3.1.2 Plan Negotiations	Clarification Requests	12, 13, 14, 15	Preparation and Negotiation		
	Document Negotiation Objectives	12, 13, 14, 15			
	Conduct Discussions	12, 13, 14, 15			
3.1.3 Select Source	Review Compliance of Offer(s)	12, 13, 14, 15	- Responsibility Determination - Bid Evaluation - Proposal Evaluation	Proposal Evaluation & Source Selection	
	Source Selection	12, 13, 14, 15	Source Selection		

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	Conduct Negotiations	12, 13, 14, 15	- Preparation and Negotiation - Negotiate FPRAS & Administer Cost Accounting Standards		
	Finalize Negotiations	12, 13, 14, 15	Justification for Other Than Full and Open		
	Final Offer Revision	12, 13, 14, 15			
	Prepare Contract Document	12, 13, 14, 15			
	Finalize Contract Award	12, 13, 14, 15	Contract Award		
	Document Outcome of Offer	12, 13, 14, 15			
3.1.4 Manage Disagreements	Submit Protests and Appeals	33			
	Respond to Protests and Appeals	33	Process Protests		

4.0 Post-Award Life Cycle Phase

4.1 Perform Contract

4.1.1 Administer Contract	Execute Contract	12, 13, 14, 15	- Initiation of Work - Contract Performance Management - Approve Payment Requests	- General Project Management Skills - Contract Administration	
	Conduct Post-Award Conference Meeting	42			
	Maintain Contract Documentation/Files	4, 45			
	Provide Cost Information	30, 31			
	Establish/Maintain Communications	1			
	Evaluate Interim Contractor Performance	42, 47, 48			
	Manage Deliverables	12, 13, 14, 15			

CMS Competency	CMS Job Task	FAR Part	Contracting	Contracting Officer Representative	Program/Project Manager
4.1.2 Ensure Quality	Plan for Contract Performance Delivery	46		Performance Evaluation/ Quality Assurance	Test & evaluation
	Plan for Contract Performance Monitoring	46			
	Inspect and Accept Contract Performance	46			
4.1.3 Manage Subcontracts	Determine Supply Chain Requirements	9, 19, 44			
	Issue Subcontracts	9, 44			
4.1.4 Manage Changes	Manage Contract Changes	43	Issue Changes and Modifications		
	Conduct Contract Interpretation	2, 33			
	Determine Contract Termination	49	Contract Termination		
4.2 Close Contract					
4.2.1 Close Out Contract	Validate Contract Performance	42	Close Out Contracts		
	Verify Physical Contract Completion	42			
	Prepare Contract Completion Documents	4			
	Coordinate Final Disposition of Owner-Provided Property/Equipment/Information	45			
	Settle Subcontracts	44			
	Reconcile Contract	4			
	Make Final Payment	4, 31, 32			
	Evaluate Final Contractor Performance	42, 47, 48			
	Finalize Contract	4, 12, 13, 14, 15, 42, 52			